

The Director of Central Intelligence
Washington, D.C. 20505

Collection Tasking Staff

11 AUG 1978

MEMORANDUM FOR: Mr. Richard Lehman
NFAC

FROM:
Deputy to the DCI for Collection Tasking

SUBJECT: DCI Role in Warning and Crisis

Dick,

1. I have reviewed draft in response to the DCI's memo on your report. It devotes too many words to rationale and too few to presenting the relative advantages of alternatives per DCI request. On the latter score, our general objective seems clear. Given that the DCI is responsible for Community performance in warning and crisis management situations, we need to develop and implement a system that will permit him to fulfill that responsibility effectively.

2. There are logically two principal, interrelated operational missions for such a system:

- that which deals with substantive analysis of situations addressed and production of derivative intelligence; and
- that which deals with Community operations (collection, processing and dissemination) necessary to effectively support analysis and production.

Because there are four major players (CIA, DIA, NSA and State) and a varying number of minor participants in virtually all warning and crisis situations, a major function of both components involves coordination across organizational and functional boundaries. The system we develop must equip the DCI to lead the Community as a whole.

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3. Our immediate task is to advise the DCI concerning the locus of his executive agent in preparing for warning and crisis management. The DDCI has suggested three alternative loci: NFAC, CTS or directly under the DDCI. Their relative merits ultimately depend on the amount of emphasis desired on three objectives:

a. If the main objective is to create a senior authority on the substantive aspects of warning and crisis management situations, then the system locus should be NFAC.

b. If the main objective is to emphasize coordination of collection, processing, and getting information to the right places for making intelligence judgments during crisis the locus should be in CTS.

c. Should the main objective be to emphasize improvement of the interface between collection and production, the locus should be with the DDCI.

4. I suggest our response to the DCI set forth these three options and the relative advantages of the three areas of emphasis listed above. I do not think he will be well served if we simply use the alternatives as foils to reinforce the recommendations of the original report.



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